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ABSTRACT

This paper describes the following examples of partnerships in which academic libraries have been able to promote their institutional mission: (1) a partnership between the California Polytechnic State University library and the campus bookstore to honor campus authors; (2) a reception held by the Southern Methodist University (Texas) library in conjunction with the faculty senate and friends of the libraries to recognize faculty authorship, editorship, and artistic works; (3) a World Wide Web page developed at Biola University (California) to solicit donations for a new library resource center; (4) honoring library student assistants, e.g., by plating books in honor of graduating students; (5) outreach to athletes, e.g., an e-mail reference service at the University of Wisconsin-Madison and the "Baskets for Books Program" at California State University, Fresno; (6) cultural offerings, e.g., concerts at the University of California, Los Angeles, art displays at Sonoma State University (California), and public lectures and spoken arts events at Villanova University (Pennsylvania), Rice University (Texas), and California Polytechnic State University; (7) information technology services, including installation of a wireless network and laptop computers at California State University and the use of PDAs (Portable Digital Assistants) at Virginia Commonwealth University; and (8) cyber cafes at Johns Hopkins University (Maryland) and Brooklyn College (New York). (Contains 17 references.) (MES)

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Managing Partnerships With University Support Units

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Extending the library's reach through strategic partnerships, mutually beneficial alliances, collaborative relationships, and creative ventures, is an important goal for any academic library. With the reality of limited and/or diminishing fiscal and human resources, many library administrators have come to recognize that they must rethink agendas, leverage resources, and create new opportunities in order to successfully carry out and accomplish their goals and objectives.

In addition to partnering with faculty members to fulfill its instructional mission and promote its services, university libraries can actively engage with a variety of campus entities to support common goals. Libraries must work closely, creatively, and consistently with key campus constituencies to accomplish their intentions to remain a vibrant and exciting campus locale.

As Peter Drucker tells us, "very few people work by themselves, and achieve results by themselves."

The purpose of establishing partnerships is well summarized by Bergquist, Betwee, and Meuel (1995). They note that

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- Partnerships are formed to yield efficiency. Partnerships allow participating organizations to do more with less. They provide high-quality products or services at lower costs than is possible working in isolation.
- Partnerships provide flexibility. Their structures and agreements can be readily changed to meet shifting needs and conditions.
- Partnerships offer expanded resources. Partners have easier, more convenient access to important specialized resources, such as expertise, space, technology, and materials.
- Partnerships often create expanded markets for their participating organizations, including a wider geographic reach and/or access to new segments of an established market.
- Partnerships offer their participants a sense of interdependence. They offer both connections and community, increasing their participants' involvement with and reliance on people in other participating organizations.
- Partnerships offer an increased opportunity for personal gratification, including increased personal involvement, control, and professional fulfillment.

Effective partnership planning begins with the identification of key groups, or stakeholders, which share common values, possess needed expertise, or creatively can enhance and expand library services and programs. Harrison and St. John (1996) point out that there should be a positive relationship between the strength of the alliance and the strategic importance of the stakeholder. When forming a strategic alliance, it is important to clarify expectations, plan accordingly, maintain trust, communicate frequently and openly, clearly delineate responsibilities, and resolve conflicts through joint problem-solving techniques.

The following pragmatic examples of library partnerships demonstrate various characteristics of these partnerships. In addition, the examples illustrate a shared sense of commitment and direction, and may provide inspiration to others to establish similar ventures.

Celebrating Campus Authors

Since many academic libraries collect the written works of faculty and staff, keep them in their university archives, and provide access to them through their online catalogs, several university libraries establish partnerships with campus bookstores to recognize these scholarship and learning contributions by campus authors.

Annual events are created to increase campus awareness of these works, to honor the authors, and to promote the role of the library in preservation and access to these works.

Each year, the Kennedy Library of California Polytechnic State University (Cal Poly) partners with the campus bookstore to honor campus authors during National Library Week. In 2001, the event coincided with the campus' Centennial Celebration, so the event was titled, "Celebrating A Century of Scholarship". The purpose was to showcase 100 years of scholarship at the university, and to honor campus authors who published books in the prior year, 2000.

The event took place in the library's foyer, and included a reception in the library atrium. During the event, the library presented certificates to the authors, showcased an exhibit of books by university authors, invited the President and the Provost to share remarks, and included an author

book signing event which also benefited the Cal Poly Authors Collection within the University Archives. Close to 30 authors participated in the event.

As noted by Harrison and St. John, efforts to strengthen linkages with constituencies often provide significant benefits, and author celebrations are one such example.

At Southern Methodist University (SMU) in Dallas, Texas, the University Library, in conjunction with the Faculty Senate and the Friends of the SMU Libraries, hosted a reception in April 2000 at the Fondren Library Center to recognize faculty authorship, editorship, and artistic works. As was the case at Cal Poly, the campus President and the Provost were invited to speak. They congratulated and honored campus faculty for producing more than 150 works (journal articles, books, musical scores, and music compact disks) published in 1999 in 26 different disciplines. An exhibit of the works were on display on the first and second floors of the library.

Following the reception, the Faculty Plaza was dedicated. At this dedication, university officials announced that $40,000 in donations was raised to honor past and present faculty members, which created an endowment for future library acquisitions.

Raising Funds For A New Building

At Biola University in Southern California, an informative web page has been developed to solicit donations for completion of a new library resource center. This center will provide expanded study space and state-of-the-art technology. Visitors to the web page can make an online donation to the library, view photographs of the progress of library construction, see a live webcam, or watch a streaming video of the construction. All of these activities help to make potential donors understand the importance of their contribution in helping the library to complete the building project

Honoring Library Student Assistants

In addition to "reaching out" to raise funds, another method is to "look inward" by focusing on the future gifts from current library student employees in collaboration with the university's advancement division or development office.

Since libraries rely heavily on student workers, often called student assistants, it makes sense to honor these students and include them in library fund raising activities. These students perform a variety of valuable duties, including shelving books, working at circulation and reference desks, working in technical services (acquisitions, cataloging, processing, and serials), assisting in special collections and university archives, and helping in systems departments.

Once these students graduate, they affiliate with their major department, or with the university as a whole. They often do not feel allegiance to the library. Yet, there are ways to change this fact.

One strategy for change, is to plate books in honor of graduating students who have worked in the library for a minimum amount of time. Selecting a book in the discipline of a student employee who has worked in the library for several years, and then plating the book in the student's name as a graduation gift and lasting tribute from the library, can establish a long-term

relationship with that student. Benefits include helping to make the person feel "connected" with the library. This is helpful when the library embarks on future fund-raising activities, because there is likely to be a positive response from the student. In addition, the library sends a powerful message to its student employees that they are valued, appreciated, and remembered.

Outreach to Athletes

Several libraries have developed innovative relationships and partnerships with campus athletes and athletic supporters.

At the University of Wisconsin-Madison, librarians have established an e-mail reference service with university athletics to help them complete their assignments and coursework. This special relationship has helped the athletes to reduce their feelings of isolation on the campus, contributed to their academic success, made use of the library a less intimidating experience, and developed a positive image of the undergraduate library.

Another successful partnership between the university library and the campus athletic program is the "Baskets for Books Program" at the Madden Library of California State University, Fresno. After basketball coach Jerry Tarkanian and his wife Lois established a book fund for the Library in 1998, the following year they decided to create a new fund raising program, "The Baskets for Books Program." For every point the university basketball team scores during the season, dollars are contributed to the library from individual and corporate sponsors. In one year, a check for $10,000 was presented to the university library.

Cultural Offerings

Libraries are natural places for hosting campus cultural events, whether in the form of the visual, spoken, or performing arts.

Libraries with spacious lobbies or large public meeting spaces can benefit from collaborating with campus music departments to host recitals, cultural performances, or arts and lectures series.

At the University of California, Los Angeles, music concerts are held in the rotunda of Powell Library. These concerts feature student and faculty groups from the Departments of Music, Musicology, and Ethnomusicology.

During the Spring 2001 school session, the free concerts were scheduled in the late afternoon, and were open to the public. Performances featured a vocal quartet, a classical guitarist, an Early Music Ensemble, and ethno-musicians performing music from the Philippines, Ireland, and Scotland.

Libraries can also host artistic works, either produced on campus or as part of a local or traveling exhibition.

The University Library Art Gallery in the Jean and Charles Schulz Information Center at Sonoma State University contains approximately 1250 square feet of space to display art works created by

students, professional artists, selections from the Library's collections, and material from traveling exhibitions. The University Art Gallery works closely with the University Art Gallery to ensure that exhibits demonstrate and maintain a level of quality characteristic of a university setting. In addition to the gallery space, display cases promote campus events, community cultural events, and library collections.

In addition, libraries are natural locations for public lectures and spoken arts events. Several academic libraries have established lecture, writer, and reading series in partnership with campus entities.

At Villanove University in Philadelphia, Pennsylvania, the library has created a unique distinguished lecture series for both the campus and surrounding community. The goal of the Falvey Library Distinguished Lecture Series is to emphasize the link between libraries, and creative and intellectual endeavors. The Lecture Series features speakers who have published outstanding works or who have been recognized for their professional achievements. Over a period of several years, speakers representing a range of disciplines will have taken part in the Lecture Series. In the fall of 2000, the library hosted a lecture, book signing and reception for Sergei Khrushchev speaking about his new book, *Nikita Kruschev and the Creation of a Super Power* (Pennsylvania State University Press, 2000) co-sponsored by the Russian Area Studies Concentration and the Department of History.

At Rice University in Houston, Texas, the Fondren Library sponsors the Robert Foster Cherry Contemporary Writers Series. A series of readings and lectures featuring poets, novelists, and playwrights. Recently, Pulitzer Prize winning playwright Edward Albee visited the campus.

At California Polytechnic State University in Central California, the Kennedy has been actively involved in hosting events related to "America Reads". At the 1999 *America Reads @ Cal Poly* event, more than 800 school-aged children, their parents, grandparents and friends came to the library for a "reading extravaganza" that engaged the entire community in promoting literacy. Honored guests and celebrities read passages from their favorite books which helped to raise more than $7000 in support of America Reads @ Cal Poly, part of a federal initiative created in 1996 to encourage young people to
read in response to studies which showed that many American youngsters fail to attain basic fourth-grade reading levels. The program inspires children to read, and engages the community in working toward this goal by training reading tutors, working with parents, and partnering with schools and the business community. The event was sponsored by the library in collaboration with the campus bookstore, the College of Liberal Arts, and the University Center for Teacher Education.

Information Technology Services

It is not uncommon for 21st century librarians to work in mid-20th century buildings. As a result, one of the most important partnerships for libraries to develop is with both the campus information technology services personnel (infrastructure, networking, telecommunications, etc) as well as with the office of facilities management. Both of these entities can help to transform, upgrade, and/or retrofit older buildings.

If it is not possible to change the structure of the present library building, a creative solution is to install a wireless network. This was the decision of the Library at California State University, Hayward. Not only was a wireless network installed in the library, but wireless laptop computers were made available to students and faculty members on a limited loan basis. The service has been well received by users, and the laptops allow connections to the campus network for users to access library electronic database subscriptions, send and receive email, or use any of the Microsoft Office applications, including Word, Excel, Access, and Power Point. Since the present library building is over 30 years old and has significant challenges in increasing the number of network connections for desktop computers, the solution of providing wireless laptops has been a welcome decision.

At the Tompkins-McCaw Library for the Health Sciences at Virginia Commonwelath University in Richmond, Virginia, the library is supporting the needs of health care professional in another use of wireless technologies-- Portable Digital Assistants (PDA). The library has organized various campus departments into PDA special interest group, and sponsors a listserv to provide opportunities for informal communication. Current uses of PDAs include keeping up with health care literature in e-books and e-journals, ready access to drug information, patient tracking, and investigations of the placement of an infrared beaming station to allow users to establish a direct connection to the campus network.

Increased demand for technological support has also led some libraries to consider a student technology fee when attempts to generate increased support from other entities has not been successful.

Such fees could fund infrastructure buildout to improve the responsiveness of the campus network (and in turn benefit the library's ability to deliver electronic resources), increase student access to equipment, expand hours of campus computer labs which may also be in the library building, create a student multimedia development center, increase the number of electronic resources offered through the library's gateway, promote technology literacy through the creation of library sponsored classes and workshops, upgrade computer-supported classrooms, subsidize the cost of networked laser printing, a provide remote access to resources, and support new services such as chat reference or virtual reference. By partnering with Information Technology Services, as well as with student government offices and student clubs, libraries can make the case for additional funds to enhance and expand these technological service offerings.

Cyber Café

Cafes in libraries have become more popular and prominent in recent years. As external "tenants" these cafes conveniently address the needs of users, and can often serve as additional needed revenue streams for the library.

At the Johns Hopkins University Library, a café in the lounge of the library has been positively received. In addition to receiving annual base rental income from the outsource food contract, the library has also been able to discuss receiving an annual percentage of the gross revenue. This has proven to be a win-win situation for all parties.

The Morton and Angela Topfer Library Cafe at Brooklyn College is another example of a cyber café. It is described as a state-of-the-art computer center that provides a place for users to browse the World Wide Web, send or receive e-mail, complete on-line assignments, access the library online catalog or a vairety of electronic sources (e-journals, reference sources, and databases), plug in a laptop, or have something to eat. It is open seven days a week, 24 hours a day. Fifty high speed networked computers are available, along with network connections for laptops. A snack bar in the cafe is open from 9:00 a.m. to 6:00 p.m., and vending machines are available after these hours to stimulate and nourish active minds. The electronic center was funded with a $1.6 million capital grant from the New York City Council, and is supported by a generous gift from a Brooklyn College alumnus.

Conclusion

These are but a few examples of creative and collaborative partnerships in which libraries have been able to monitor their environments and promote successful endeavors to further their institutional missions. Each exemplifies a strategy for promoting the library on the campus, creating an opportunity for additional revenues, and forging valuable relationships.

As noted by Bergquist, Betwee, and Meuel, there are multiple purposes for establishing partnerships. Academic libraries are in an excellent position to do so, taking advantage of the many opportunities which arise, as well as creating new opportunities.

In doing so, libraries can form partnerships to increase and expand services and programmatic offerings, provide convenient and timely access to technologically-based resources, enrich the cultural life on the campus, stimulate conversation and intellectual discourse, build bridges with the surrounding communities, and increase revenues to be able to accomplish even more.

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